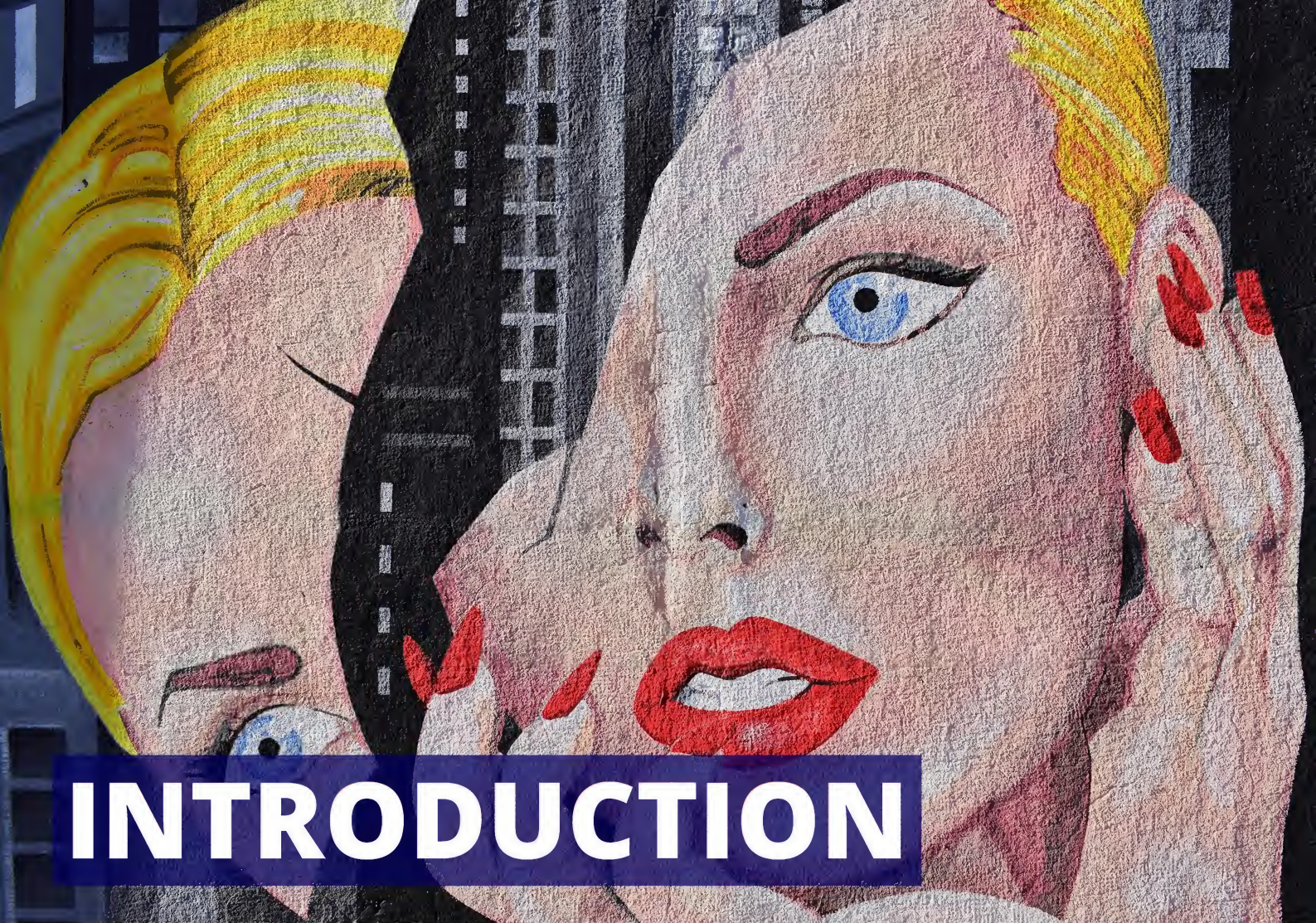




7 CONSUMER REALITIES THAT THE LEARNING INDUSTRY CAN NO LONGER IGNORE

BY TREION MULLER, CHIEF PRODUCT OFFICER, TWENTYEIGHTY



INTRODUCTION

There is a peculiar disparity that has been steadily growing over the past few years between how consumers of everyday information and how learners of formal organizational training, see, access, and engage with information. It's as if we live two separate lives.

In one life, our personal one, we are active participants in the digital revolution going on around us — where we find answers to questions immediately, where we crowd source our problems, where we make choices only after comparing and contrasting similar products on our smartphones, where we listen to books in the seams of our day, and where if we want something, we order it, and receive it in two days.

In our second life, our professional one, we are passive observers to a bygone era where if we want to find answers or training we must attend a two day workshop a month from now. Where we are required to go through an internal portal for all tech and work related problems which may take weeks to resolve. Where learning is defined as clicking through mind-numbing self-paced courses, or virtually attending and listening to the talking head of death, and where choices are made for us.

DIGITAL ENABLEMENT IN THE PROFESSIONAL WORLD

Data from a recent MIT SLOAN report on digital business supports these observations, and suggests that “employees have become increasingly frustrated by what they are capable of accomplishing with digital tools in their personal life compared with how they are forced to work with their own company through email and non-mobile computing.”²⁶

Can you relate? Are you seeing this disparity in your personal and professional lives? The professional learning establishment has been conditioned for so long on what learning and development should look, feel, and smell like that it has forgotten to open its eyes and see what it has become and should be like. Years of designing, developing, launching, and delivering successful traditional learning solutions followed by occasional iterative improvements to programs and work sessions has placed L&D in the proverbial comfort zone--where we’ve forgotten who our learners really are and how they want to learn, from a practical standpoint.

For starters, we must no longer think of the end-users of our training products as just learners, because that puts them into the wrong target audience. We must remember that our learners are also consumers in a digital world, and as such, seek custom knowledge and all types of information in very different ways than in the past. I realize that using the term “consumer” and “learner” interchangeably may not seem to be technically correct. After all, these are traditionally two very distinct and different roles we play. But when we consider the end state, which is essentially the acquisition of relevant answers to a questions, or a solution to a problem, or directions on “how to” address an issue or challenge, then it is not hard to make the connection. Thinking of our target audience as consumers of information forces us to think differently about them, and helps us rethink, reframe, and reinvent our roles as L&D professionals in a number of significant ways.

CONSIDER THIS:

Taking into account our intended audience—the solution or skill set they are seeking, their real work environment, their learning opportunities—what will they consume?

Not what do we think they should consume, but what will they in actuality do? This is the purpose and intent of this eBook, to help you become more aware of what consumers are actively choosing to do, so that you can determine how this applies to your specific L&D needs and learners. This is relevant because a significant challenge that this divided perception brings to the workplace is that it contributes to employees bringing their heads to work but leaving their hearts at the door, as Stephen R. Covey put it. While the dissonance between how learners want to consume and acquire content and the way they are forced to do so may not be the only reason for the head/heart disconnect, it is, in my opinion, a major contributing factor, and one we must no longer ignore. It's time for a change, and the solution starts with us becoming aware of the 7 consumer realities outlined below.

7 CONSUMER REALITIES

Professionals in the L&D industry, and associated human resource, talent management, and training professionals, must make a concerted effort to start bringing the learner and consumer lives into alignment. In particular, we have to open our eyes and see what consumers are asking for and then align our learning programs and initiatives to those behaviors. To facilitate this intervention I've identified 7 Consumer Realities (or behaviors) that need to be acknowledged and applied to L&D.

While none of these realities may be new to the reader, when considered in their totality alongside one another, and in context with learning and development, these 7 Realities make a strong argument for change and leave a lasting impression on all the possibilities. (As you look over these 7 Realities, please replace the word "it" in the title with - answers, information, solutions, resolutions, personal development, tools, resources, or anything that applies to the acquisition of knowledge, or desired behavior change.)

TABLE OF CONTENTS

1. I WANT IT NOW!	05
2. I WANT IT TO THE POINT!	06
3. IT HAS TO LOOK GOOD, AND WORK WELL, OR I'M DUMPING IT!	07
4. I DON'T WANT ALL THIS OTHER STUFF!	08
5. I WANT TO PAINT THE PICTURE!	09
6. I WANT TO BE ENTERTAINED!	10
7. I WANT THE SAME AT WORK!	11



1. I WANT IT NOW!

The first consumer behavior we have to consider is how we have come to expect answers on demand and just in time (JIT). Since you likely fall into the 44% of people in the world, ¹ or 83% of people in US who own a smartphone ²⁷, your behavior is also likely aligned with some, if not all, of the following interesting consumer behaviors:

9 out of 10 people use their cell phone in the bathroom²

71% of people report that they usually sleep with or next to their mobile phone³

66% of people use their phones for on demand access to information⁴

91% of people look up information on their smartphones while in the middle of another task⁴

82% of people consult their phones while they're standing in a store deciding which product to buy - 1 in 10 end up buying a different product than they had planned because of information they consumed⁴

1 in 5 millennials surveyed rely exclusively on smartphones and tablets to get online. ²³

55 percent of Millennials rely on social media as their primary source for shopping news and information ²⁴

With data like that it's no surprise that Google processes over 40,000 search queries/second or 3.5 billion searches/day, or that 5 billion videos are watched on YouTube/day (Google search). Forrester Research claims that "the secret ingredient is the mobile moment - that moment where a customer gets anything she wants, immediately, and in context."⁵

Google has also realized how valuable this consumer behavior is and, since they have access to all the respective data anyway, has started to share some of that information with us under what they call, Micro-Moments. Micro-Moments "are more than just a trend. Since Google introduced the concept two years ago, micro-moments have become as much a part of consumers' lives as the daily commute and trips to the grocery store. In fact, people can't remember what it was like to not be able to learn, do, or buy things when the need struck by reaching for the device in their pocket. It's an entrenched behavior—micro-moments are only multiplying and consumers actually expect more, better, faster."⁴

Yep; fast food, self-checkout, Amazon Prime, streaming videos, lightning fast networks, instant access, and micro-moments are very real. So, what are we in T&D doing about it?



2. I WANT IT TO THE POINT!

Along with consumers wanting immediate access comes demand that whatever “it” is must be quick, short, and to the point or risk losing the content consumer to the next learning fragment.

Learning Fragments – Learning Fragments are the result of the Learning Explosion. They are the scattered bits of information and knowledge. Learning fragments can be found through many different sources such as social media sites, industry research sites, training workshops, videos, online communities, blogs, books, and apps.³⁰

For example, organizers of TED (a nonprofit devoted to spreading ideas, usually in the form of short, powerful talks) believe that the ideal length of a presentation is 18 minutes, “and so all presenters—including Bill Gates and Bono—are required to come in under this mark.”⁶ TED curator, Chris Anderson, explained the organization’s thinking like this:

It [18 minutes] is long enough to be serious and short enough to hold people’s attention. It turns out that this length also works incredibly well online. It’s the length of a coffee break. So, you watch a great talk, and forward the link to two or three people. It can go viral, very easily. The 18-minute length also works much like the way Twitter forces people to be disciplined in what they write. By forcing speakers who are used to going on for 45 minutes to bring it down to 18, you get them to really think about what they want to say. What is the key point they want to communicate? It has a clarifying effect. It brings discipline.⁷

But watch out, TED, consumers want things even shorter than 18 minutes. According to MInimatters, a video production and marketing company, out of the top 10 most popular YouTube videos, the shortest was 42 seconds and the longest was 9 minutes and 15 seconds.⁸ And, according to Comscore Video Rankings Report, the average online content video was 4.4 minutes.⁹ This is significant because, according to a 2016 Wistia Video Length Study, for a video of 4-5 minutes, fewer than 60% of your viewers will stay with you through – as opposed to 75% for a 1-2 minute video.¹⁰



3. IT HAS TO LOOK GOOD, AND WORK WELL, OR I'M DUMPING IT

With so many options at our disposal, consumers have the luxury of being hyper selective. And they are. We don't stand for a lag in performance, in fact, 53% of people will leave a mobile site if it takes more than 3 seconds to load.¹¹ 3 seconds!

Nine out of ten users will stop using an app if there are performance issues, and 86% of users deleted or uninstalled at least one mobile app because of performance problems.¹² Consumers have been trained to expect perfection, and, if it's not perfect, 46% of people report that they'd be unlikely to purchase from the same brand again.¹³

The UX also has to look great. In 2016, 21% of Millennials deleted an app from their phone if they didn't like how it looked on their screen.¹⁴

According to MIT Sloan's article on digital disruption, "Companies should pay most attention to the adaptation gap with respect to customer engagement and experience. If companies don't enable effective digital interactions with their customers, then those customers will go to competitors or startups that will."²⁵

The Boston Consulting group also added to this argument: "Our study shows that a positive mobile experience increases repurchase rate and builds customer loyalty. More than 90% of B2B buyers reporting a superior mobile experience say they are likely to buy again from the same vendor compared with only about 50% of those reporting a poor mobile experience."³¹

Yes, consumers are a hard lot to please. With this kind of entitlement and selective behavior you'd think consumers were royalty. The truth is they are. Kings and queens of their own personalized digital world, where they decide on the kingdom's colors, theme songs, and even their own quirky entertainment fixes. Again, what are we in L&D doing to meet this challenge?

4. I DON'T WANT ALL THIS OTHER STUFF!

One of the biggest blind spots for companies operating in the L&D space is the belief that they have the "secret sauce" or perfect paradigm changing experience, and that the only way to achieve behavior change is by going through a 3-day immersive experience. While I do not disagree that immersive ILT training experiences can be very effective in changing behavior, I also know it doesn't work very well when you decide to "go digital" and throw all the ILT materials online and expect the same impact. Much has been said on this topic over the years – but has the consumer been considered?

Most consumers don't care for, or understand why, all the excess context and content is necessary for unique challenge they are seeking an answer for. They don't want a day's worth of training if an hour, or less, will do. Neither will they stand for irrelevant and unrelated information anymore. For example, a full 70% of consumers who come across unoptimized page content will leave that page in search of another resource to complete their task.¹⁵ People don't want to waste their valuable time on pages or content that are not optimized for exactly what they want. Consumers bouncing from a page is the digital equivalent of them yelling at their computer screens - "just give me what I want!" But, surprisingly enough, 82% percent of those same employees do enjoy reading relevant content from their company blogs.¹⁶ Herein lie the reason for this consumer sentiment - relevance. If it's not relevant to me, I am not interested.

Yes, it's true we must keep "it" simple without all the cheese and fluff, but the key to a consumer's heart is relevance. If what you provide helps the consumer meet a need, solve a problem, or answer a question, you'll have a friend for life...well, at least until the next time you fire hose them with a bunch of irrelevant information. Then they're gone. So, what are we in L&D doing about it?



5. I WANT TO PAINT THE PICTURE!

You may be asking yourself why? Why are consumers so obsessed with wanting to be in the picture? Simply put, they have been conditioned to believe that if they aren't connected they'll miss out on something important...like whoever the latest celebrity couple is and when and if they'll be tying the knot.. This is one of the byproducts of being so connected. We are constantly being bombarded with the sometimes-subtle vibration and sometimes obnoxious ding of our phones, and most often for the most unimportant reasons. A Deloitte study in 2016 found that people look at their phones 47 times a day on average; for young people, it's closer to 82 times a day.¹⁷ And, in 2013, Apple proudly announced that 7.4 trillion push notifications had been pushed through its servers - a trend that has only continued to grow.

Yes, today's consumers are the most connected and looped in generation we've ever seen. And, as a result consumers have allowed their digital sidekicks to inform their behavior and often rule over them. Whether it's an incessant desire to belong or the adrenaline rush of generating likes, retweets, or follows, we have become a reactive society ruled by our technologies. Again, I ask, how are we in L&D engaging with this new reality?



6. I WANT TO BE ENTERTAINED!

The Leichtman Research Group estimates that 54% of American adults have access to Netflix in their homes.¹⁸ I'm no math whiz, but even I can deduce that this is more than half of the US population. That number says it all. There is no additional evidence needed...except that there is still 46% of the US population that doesn't subscribe to Netflix yet, which is why Netflix plans to invest roughly \$1 billion into its marketing efforts in 2017—up from \$842.4 million last year. As well, Netflix will be spending \$6 billion on new content this year.¹⁸ I'm pretty sure that most fortune 500 companies would be thrilled just to bring in \$1 billion in revenue, but Netflix is actually spending that amount to try and keep the 54% and get more of the 46%.

Don't forget YouTube! With 1 Billion hours of videos watched daily, there is no question how consumers like to be entertained.²⁹ Entertainment = power and money. Pandora has concluded that the average American listens to about 4 hours of content per day.¹⁹ So, if Americans are not watching something, it's likely that they're listening to something.

Yes, today's consumer loves to be entertained. So much so that we tune in, plug in, turn on, whenever we have spare moment, and often when we don't...like while at work. What are we in L&D doing about it?

7. I WANT THE SAME AT WORK!

Now that you've been blasted with six consumer sentiments, there is one more behavior that incorporates everything else we've just covered, and it this - I want the same at work!

Your learner and the modern-day consumer are one and the same, and they expect the same behaviors from their work environment as they do from their personal lives. The Boston Consulting Group supports this assertion, "B2B customers today expect...the same digital experiences and features that they encounter as consumers."³¹

In another study, this argument was made very clear when a whopping 93% of over 5,000 people surveyed expresses the desire to integrate learning and work. A number that's jumped from 80% in 2015.³²In other words, we don't want live separate lives anymore.

However, whenever you have to deal with an established industry with entrenched routines, protocols, and expectations like the learning and development space, change means growing pains.

Having worked in the L&D space for over a dozen years now, I understand that adjusting the course of his huge ship is not going to happen overnight. Especially when some at the helm of that ship do not want to change direction. There will be growing pains. If you think about it, learning and development has been done a certain way for decades – maybe even hundreds of years. On the other hand, digital innovation over the past ten years has led to the new consumer behaviors we've discussed and those we have yet to discover). With these two opposing viewpoints - traditional training conditioning and new consumer behavior - it's no wonder there are so many challenges to face.

As I've worked with some of the biggest companies in the L&D world, I have come to realize that the most common obstacles to change can be lumped into four categories:

- 1. The Secret Sauce Protectors**
- 2. The Sage on the Stage**
- 3. The Sales and Product Development Conflict**
- 4. The Traditionalist Buyer**

THE SECRET SAUCE PROTECTORS

Subject Matter Experts (SMEs) come in different forms - authors, content experts, company executives, and seasoned facilitators. Each have years and years of experience with content or intellectual property (IP). Most have had life-changing experiences associated with the IP and have seen that same IP change the lives of countless others. Because of these compounding experiences over decades of instruction, they have come to view the principles they have taught, or written or sold, as sacrosanct. They have emerged as the keepers of the content, or the Secret Sauce Protectors. To them, there is an ideal way, a special sequence, a tried and true approach to teaching the IP they live and breathe. Something that has been molded over many years of trial, failure, and testing. So, it's no wonder that when the new "thing" comes along, they're averse to change.

The truth is, these traditional, proven approaches still work! They still change paradigms. They still change lives. And they still will and should for many years to come. Instructor-Led Training (ILT) is NOT dead. This is NOT an "OR" argument, where the implication is that we need to replace ILT with new consumer-driven digital modalities. This is an "AND" strategy where L&D companies should continue practicing some of the proven training approaches they've implemented for decades, AND look for new ways of addressing the 7 Consumer realities we've discussed. In regards to this "AND Strategy", Bain and Co., in their "Digital Strategy for a B2B World" report suggest the following approach:

"When it comes to strategy development, most leadership teams have both doers and dreamers. Doers are focused on the here and now. They want to cut through the digital hype and direct the company's energy toward implementing practical digital initiatives. The dreamers tend to focus on the long term. They want to define the full set of ways digital could either evaporate the company's profit pools or create new opportunities to become the disrupter. Both perspectives are critical because both are valid. Yet when these two groups are left in opposition, the tension can be paralyzing. An effective strategy-development process resolves these conflicts by striking a balance between the doer and dreamer perspectives. It should blend a practical set of near-term, high-impact initiatives with a bold vision for how the pace of digital innovation is likely to reshape the industry over time. Customers who have grown accustomed to flawless online experiences in their personal lives expect nothing less in their business relationships."²⁸

In summary, to find resolution to this stalemate between the Secret Sauce Protectors and innovative digital alternatives, we must work together on short-and long-term roadmaps that take the best from the past and the present into consideration. We must simultaneously EMBRACE the Secret Sauce Police and their relevant experience and EDUCATE them on the new opportunities and modalities. There is power in diversity and in complementary strengths and experiences.

THE SAGE ON THE STAGE

In the past, the Sage on the Stage possessed all the power to unlock the information necessary for a learner to gain a particular skill. That is no longer the case. Today, the community is the new expert. If you or I have a dilemma, a question, or a work problem, we simply ask the community – of which Google is the all-knowing gatekeeper – and receive a wealth of answers from a breadth of sources. This goes back to our first consumer reality where we want answers now, and we know that somewhere in the world-wide ether there exists someone, or some database, that has the answer.

The challenge some companies face is a well-known one - The Sage on the Stage is not ready to give up his or her role or share the stage with a community of other experts and bots. To overcome this challenge, we must encourage inclusion and curation over lecture and control. If those Sages would agree to morph into facilitators and curators of knowledge instead of taking on the insurmountable task of being the keeper of all knowledge, they could help unlock the secrets of the digital age and allow their learners (aka consumers) to discover information and even share with their own company community of practice. This one shift alone will move companies from being stagnant oligarchies to thriving learning environments.

PHOTO BY MIKAELA SHANNON ON UNSPLASH



THE SALES AND PRODUCT DEVELOPMENT CONFLICT

There is an ongoing conflict between two factions in most companies – sales and development. To understand how this conflict impacts moving to new digital models and applying consumer behavior in our training products we must first take a look at what we mean by “clients” or consumers.” (This challenge only applies if you sell your training products to a client or customer. If this is not you, jump on over to the next challenge.)

When we talk of clients we have to keep in mind that we often have more than one customer or target audience that we are trying to influence and reach, which provides an interesting challenge and subsequent conundrum. The typical clients that L&D targets are:

1. The Buyer. The buyer is understandably any “for profit” organization’s most important customer. These are the gatekeepers, the decision-makers whose opinions matter to a sales-driven company. They control the purse strings. They try to see the big picture. They believe they understand the jobs to be done. We’ll talk more about them in the fourth and final challenge.

2. The End-User. This is in essence the “real” client. Development teams build products to impact the individual and help them apply principles of effectiveness. To use common training jargon—to change behavior. End-users want to be engaged, inspired, and entertained. They do not care about how much a course cost as long as it is accessible in the moment of need, that it’s short, that it’s entertaining enough to keep their attention, and that it’s relevant to their specific professional needs. You see, they have a job to do, and limited time to do it.

So, the unique challenge we have when building any training products is balancing the wants and needs of our two different customers—The buyer who hands over the money, and the end-user who actually decides whether that training works for them or not. Along with two CLIENT personas we also have two opposing COMPANY (L&D) personas – sales and development.

1. From an Instructional design or development perspective, those involved want to create a product that changes behavior at the end-user level. They believe that content should dictate the length of a course, because that is good sound adult learning theory. They don't like to be forced into arbitrary time blocks for the sake of consistency. For the most part they are in alignment with the end-users.

2. From a sales perspective, those involved may also want what my ISD wants, because it means they have a good product to sell, but they care more about how easy that product is to sell to the buyer. She is the top priority, not necessarily the end-user. Sales want neat packages, with uniform lengths, clean numbers, and simple messaging. Their goal is to sell as much as possible. For the most part they are aligned with the buyer.

Now you can see why these two key company personas are often at odds over what the right training solution is. Paradoxically, both are right. Both want what's good for the company. One is governed by customer-centric principles, while the other is governed by sales revenue and the survival of the company. Since revenue is the lifeblood of any company, sales will usually triumph over instructional design in a head-to-head battle on what's best for the company.

While this submissive acquiescence to sales may lead to decent training products, what we fail to see is how much better those products could have been if they were built upon customer-centric principles as well as sales-centric goals. The marriage of these two factions may seem unlikely, but it's not only possible, it is necessary for survival. With a unified front to the client buyers, revenue will inevitably grow, and at a much greater pace than before, because solutions are grounded on both adult learning theory and best practice and sales best practice. Plus, buyers who perceive solutions as not only doing the job they were hired to do but that also engage and entertain, will be more likely to buy more products in the future. After all, it makes them look good to the end-users and their bosses.

PHOTO BY MIKAELA SHANNON ON UNSPLASH



THE TRADITIONALIST BUYER

The Traditionalist Buyer is usually the ultimate L&D or Talent Management decision-maker. They are the gatekeeper who decides what training comes into their company and in what form it will be consumed. A buyer of L&D in any company has one of the toughest jobs. They have diminishing training budgets to juggle, emerging leaders to train, distributed workforces to manage, a variety of generations to please, competencies to meet, and ROI to measure.

The challenge with the Traditionalist Buyer is not they don't understand the value and relevance of the 7 Consumer Realities. The challenge they face is that IF they make changes to their T&D, they have to figure out how to manage all the moving parts it impacts, not to mention getting buy-in from the Secret Sauce Protectors and the Sages of the Stage. Plus, unless they have been intimately involved in understanding this radical consumer behavioral shift they may be out of touch with what to do. They may still be relying on their decades' worth of knowledge and experience which centers on live, in-person training.

For the Traditionalist Buyer to be able to move to consumer-focused L&D in their companies, they may need help with what to do and how to educate the other gatekeepers and decision-makers on the 7 Consumer Behaviors and how they impacts their company. This will not be an easy task, but Traditionalist Buyer could start by taking the following Reality Assessment and then deciding which areas to work on next:

Reality Assessment

So, take a moment to ask yourself the following seven questions about your company's L&D offerings:

Can your learners easily access answers to their JIT learning questions, problems, and challenges?

Can your learners consume the information they need in short learning fragments if they want to?

Would your learners say your learning looks good? Performs well?

Is it easy for learners to access specific competencies and training modules or do they have to sift through it or other content?

Do your learners have opportunities to practice what they are learning and apply those principles to their unique situation?

How entertaining would your learners say your learning offerings are?

What challenges to change do I have within my company? What do I need to do to overcome those challenges to build the best solutions for my company's unique needs?

CONCLUSION

There is no question that the 7 Consumer Behaviors are influential factors when it comes to consumer conditioning. All of us have been impacted and changed in very real ways by them. Just look around you and see the telltale signs. Social norms, shared spaces, and everyday routines are no longer what they used to be, and will continue to morph as our digital landscape evolves.

Learning and Development (L&D) companies are at a pivotal crossroads in their evolutionary journey, and what they decide to do will impact their very survival. According to Deloitte, if companies wish to survive, they should consider "transforming how they operate day-to-day to become faster, more granular, and more connected within a digital-first world...and integrate and coordinate across their functional silos to align with a converged world where consumers can shop at any given moment and where the lines blur between digital and physical marketing, consumer and shopper, and online and offline purchases."²⁰

Seth Godin, that brilliant marketing mind and futurist said it best, "Those critical choices you made then, they were based on what you knew about the world as it was. But now, you know more and the world is different. So why spend so much time defending those choices? The pain comes from falling in love with your status quo and living in fear of making another choice, a choice that might not work. You might have been right then, but now isn't then, it's now."

In closing, let me be clear. I am NOT saying we should, or even can completely cater to consumer behavior in our training and development. What I am saying is that we must be more aware of those consumer desires and work to find innovative ways to bridge the gap between current state and ideal state.

Remember, today, the consumer, and not content, is king. So, take a good long look at how you are conducting training today, and start finding new ways to meet the needs of your king moving forward. Because if you don't, you'll slowly start seeing them leave your company looking for a company that will align to how they like to access and consume information.

Disclaimer: Whenever you share an opinion in written or spoken word you risk alienating some of your audience because you have to present your argument in broad strokes and generalities that may or may not help them with their specific challenges. While I recognize that not all of the points in this book will apply to each person's unique situation or challenges, I do believe that at least some of them will resonate, and assist readers in understanding what's going on in their custom-made world and perhaps inspire them to find new ways of addressing their challenges.

SOURCES:

1. Strategy Analytics - <http://bit.ly/2xKFF7k>
2. Deloitte - Global mobile consumer survey: US edition - <http://bit.ly/2hgU1XH>
3. Bank of America - Trends in Consumer Mobility Report -2015 - <http://bit.ly/1C1Ahxw>
4. Google Micro Moments - <http://bit.ly/2wUKR9n>
5. Forrester - "Why Good Apps Are Not Good Enough" - <http://bit.ly/2gjpgd5j>
6. The Ideal Length of Everything Online, Backed by Research - <http://bit.ly/ZCwHaR>
7. About TEDx - <http://bit.ly/2wuPDss>
8. The Best Video Length for Different Videos on YouTube - <http://bit.ly/1GUwz5z>
9. Comscore - Online Video Rankings - <http://bit.ly/1nZB1Wi>
10. Does Video Length Matter? <http://wi.st/2cYLvwi>
11. Google Data, Aggregated, anonymized Google Analytics data from a sample of mWeb sites opted into sharing benchmark data, n=3.7K, Global, March 2016.
12. AppDynamics and University of London. The App Attention Span study - <http://on.mktw.net/1iKIOMH>
13. Google/Purchased, "How Brand Experiences Inspire Consumer Action," U.S. smartphone owners 18+=2,010, brand experiences=17,726, April 2017.
14. Comscore - The 2016 U.S. Mobile App Report - <http://bit.ly/2d27iPI>
15. 30 UX Statistics You Should Not Ignore! <http://bit.ly/1NmHOuC>
16. QuickSprout - Why Every Business Should Blog - <http://bit.ly/2f0eGkj>
17. Deloitte Report - Global mobile consumer survey: US edition - <http://bit.ly/2hgU1XH>
18. MediaPost - Netflix Ups Marketing Budget To \$1 Billion -<http://bit.ly/2xZle5h>
19. Pandora - Definitive Guide to Audio 2017 - <http://pdora.co/2vl22Do>
20. Deloitte Report - "The Grocery Digital Divide: How Consumer Products Companies Can Deliver on the New Digital Imperative," - <http://bit.ly/2xuCO6r>
21. Customers 2020. The Future of B2B Customer Experience. <http://www.walkerinfo.com/customers2020/>
22. Brandon Hall Group, Learning Content 2017
23. Comscore - <http://bit.ly/1RN9UCv>
24. Black Hawk Network - <http://bit.ly/2w47LK0>
25. MIT Sloan - Digital Disruption Is a People Problem - <http://bit.ly/2xgXDlg>
26. MIT SLOAN - Aligning the Organization For its Digital Future - <http://bit.ly/2aTB8Vy>
27. McKinsey 2016 Telecommunications, Media, Technology (TMT) Digital Insights
28. Bain & Company - "Digital Strategy for a B2B World" - <http://bit.ly/2kxkxPD>
29. Youtube Stats -<http://bit.ly/2xaUhVb>
30. Book: "The Learning Explosion," By Treion Muller and Matt Murdoch -<http://amzn.to/2fyusmH>
31. "Mobile Marketing and the New B2B Buyer," The Boston Consulting Group in partnership with Google, Oct. 2017
32. 2016-2017 Towards Maturity Benchmark Study



AUTHOR TREION MULLER

Treion brings his 13 years of experience as a Digital Strategist, Product Manager, Development Manager, Industry Expert, Speaker, and internationally published author to the TwentyEighty executive team. During his career Treion has advised companies and their clients on digital strategies and money-making models, evaluated digital systems and processes, instituted effective standards and processes, introduced new innovative technology alternatives, and synthesizing insights into executable product roadmaps. He has advanced expertise in managing the global design, development, management, launch, and distribution of all types of learning products and solutions.

Treion has not only observed the dramatic changes in human behavior and conditioning over the past decade but has been also been an active participant in researching, innovating, testing, failing, relearning, presenting, and writing about those changes. During the last ten years Treion has intentionally immersed himself in over 100,000+ relevant data touch points in the form of reports, books, research papers, articles, eBooks, using his proprietary Mutant Learning Lab system.

He is a Presenter, Keynote Speaker, and Consultant on the future of learning, digital transformation, impact of consumer behavior on the L&D industry, mobile learning, digital conditioning, bite-size or micro learning, platform/system requirements and implementation, vILT best practices, effective ISD, elegant presentations, engaging presentation skills, and social learning.

As TwentyEighty's Chief Product Officer, Treion advises and consults with TwentyEighty's five training companies - Miller Heiman Group, VitalSmarts, AchieveForum, StrategyEx, and Omega Performance - in defining and developing new revenue-generating products and enhancements by jointly identifying winning product roadmaps, defining governing standards, and following proven Product Management processes. His charge as CPO is to help the business units successfully launch a competitive portfolio of products that will differentiate the TwentyEighty companies in the learning and development space and drive superior valuation of assets.

Before joining TwentyEighty, Treion worked for eleven years at FranklinCovey where he served as the Chief eLearning Architect and Director of Digital Development. During his time at FranklinCovey he helped develop and launch several successful products, ranging from traditional ILT to FranklinCovey's LiveClicks webinars, bite-size self-paced courses, reinforcement apps, and the All Access Pass subscription solution. Treion has a Master's degree in Instructional Design from Utah State University with an emphasis in Blended Learning. He is the co-author of, "The Learning Explosion: 9 Rules to Ignite Your Virtual Classrooms" and "The Webinar Manifesto," and the author of several industry white papers and eBooks. Originally from South Africa, Treion has lived in Utah for over twenty years, where he spends most of his offline time with his talented wife and five children.

For more information, visit www.twentyeighty.com